

3 May 1957

MEMORANDUM FOR: Chief, Machine Division/CR
Chief, Document Division/CR ✓
CIA Librarian/CR

FROM: Executive/CR

SUBJECT: Intellofax System Production Schedule

1. This will confirm the discussions which we had this week concerning work load standards in each of the several stations of the Intellofax System production pipeline. The attached chart represents realistic standards which I believe we can achieve through changes in staffing pattern, more careful supervision, and a judicious application of overtime. It seems worthwhile to give these standards a try for at least a 30 day period and I propose that we start the morning of May the sixth.

2. To meet production schedules, you may wish to consider the following approaches to the manpower problem:

Use of overtime - On a day to day basis authorize the overtime needed to process current material. If necessary, get volunteers from other branches and divisions who may have had prior experience in your activity. If your regular overtime quota is insufficient, coordinate your additional requirements with Chief, Administrative Staff.

Changing regular hours of work - In certain units, it may be advantageous to change the tour of duty for some individuals. If there are sound reasons for doing this, it is possible for the AD/CR to authorize hours of work such as 10:30 AM to 7:00 PM, 11:30 AM to 8:00 PM, etc. For such tours of duty night differential (an additional 10% of employee's base pay) is allowed for each whole hour of work performed between 6:00 PM and 6:00 AM.

Analyzing volume of work and manpower used - You should develop a system for measuring workloads and man hours required for getting each job done effectively. Your personnel requirements (ceiling, overtime, etc.) can best be justified with actual experience figures which show work to be done, man hours required, and man hours available.

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Indoctrinating employees on the new work schedule - You should carefully explain to your people the objectives of our proposed schedule and the part they play in making it work.



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Working Days	Document Division	Machine Division	CIA Library
1st day	Receive and sort.		
2nd day	Disseminate.		
3rd day	Distribute.	Film.	
4th day	Code.	Process film and key punch.	
5th day	Type and send mats to reproduction.	Machine room aperture card preparation.	
6th day		Mounting.	
7th day		Deliver completed aperture cards to Library.	File aperture cards.
8th day	Deliver reproduced source cards to Library and unpunched index cards to Machine Division.		
9th day		Punch index cards and interfile in master deck.	File source cards.

Note 1: The CIA Library will also adjust to a one day service schedule in its photocopy activity. Any requests received by the CIA Library for document reproduction before the 7th day will be serviced by the Machine Division.

Note 2: To illustrate how this chart should be interpreted and using the mounting operation in Machine Division as an example, it should be understood that the mounting activity at the end of a given working day will have no work on hand which had been received in the pipeline six working days previous.

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